Ministry of
Sustainable Resource
Management

SERVICE PLAN
2004/05 – 2006/07

BRITISH
COLUMBIA

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Ministry of Sustainable Resource Management
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Ministry of
Sustainable Resource
Management

SERVICE PLAN
2004/05 – 2006/07

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COLUMBIA

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BRITISH COLUMBIA

January 26, 2004

Honourable George Abbott
Minister of Sustainable Resource Management

Dear Colleague:

Since June 2001, our government has been working to implement our *New Era* vision to revitalize the economy, restore sound fiscal management, and put patients and students first.

Our *New Era* platform contained 201 specific commitments that our government would undertake on behalf of British Columbians. These included a commitment to "establish service plans that include measurable performance standards and targets for all programs that are annually audited and published, for all taxpayers to see."

On June 25, 2001, I sent your predecessor a letter of instruction setting out the key priorities for your Ministry, including a list of the *New Era* commitments assigned to your Ministry. These commitments were also included in the Government Strategic Plan and Ministry Service Plans that were tabled in the Legislature in February 2002, covering fiscal years 2002/03 through 2004/05.

The Service Plan you are tabling today represents the final year of the first three-year plans. And it shows that we have made significant progress toward honouring our commitments. Specifically, of the seven *New Era* commitments that involved your Ministry, the province has now completed or begun work on five of these. Accomplishments in your Ministry over the past two-and-a-half years include:

- Eliminated Crown land application backlog estimated to have cost over $1 billion and 20,000 jobs.
- Established the Coast Sustainability Trust and provided $35 million funding for workers affected by land use decisions in the Central Coast.
- Completed the Eight Peaks Sustainable Resource Management Plan and the Southern Rocky Mountain Management Plan clearing the way for potential investment and increasing certainty for resource development and conservation.

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Victoria, B.C.
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In the coming year, the province will continue work on a number of priorities to honour the commitments that we have made. These are detailed in your Ministry Service Plan, and include:

- Implement the Working Forest Initiative to provide for a balancing of economic, social and environmental values and increase certainty for resource based investment on Crown land.
- Ensure that industry, the business community and the public have a high degree of confidence in the environmental assessment process in British Columbia.
- Pursue optimal use of Crown land and resources.

It is important to note that all of the province's achievements to date, and our priorities for the year ahead, will be accomplished while balancing the budget in 2004/05, and having significantly increased funding for health care and education.

Clearly, we will do more if we can, as new resources are available, to build on the funding priorities detailed in this Service Plan — in a way that is consistent with our balanced budget commitment.

As our measures to revitalize the economy continue to create new jobs, growth and investment, this will allow us to continue strengthening public services for the benefit of British Columbians. Opportunities like the 2010 Olympic and Paralympic Winter Games will showcase British Columbia to the world and generate economic benefits all across our province. Future service plans will further demonstrate those benefits.

I know that you will continue to build on the progress your Ministry has made. Let me conclude by thanking you for your commitment to serving the best interests of all British Columbians.

Yours sincerely,

Honourable Gordon Campbell
Premier

BRITISH COLUMBIA

January 26, 2004

Honourable Sandy Santori
Minister of State for Resort Development

Dear Colleague:

Since June 2001, our government has been working to implement our *New Era* vision to revitalize the economy, restore sound fiscal management, and put patients and students first.

Our *New Era* platform contained 201 specific commitments that our government would undertake on behalf of British Columbians. These included a commitment "to establish service plans that include measurable performance standards and targets for all programs that are annually audited and published, for all taxpayers to see." The Service Plan tabled today represents the final year of the first three-year plans. And it shows that we have made significant progress toward honouring our commitments.

In the coming year, the province will continue to work on a number of priorities to honour the commitments that we have made. These are detailed in the Ministry's Service Plan, and include:

- Increase the number of sites allocated for resort development on Crown land.
- Develop a consolidated inter-agency policy for resort development approvals including associated recreation permitting that encourages private sector investment across British Columbia.
- Oversee implementation of the Resort Task Force report recommendations.

It is important to note that all of the province's achievements to date, and our priorities for the year ahead, will be accomplished while balancing the budget in 2004/05, and having significantly increased funding for health care and education.

Clearly, we will do more if we can, as new resources are available, to build on the funding priorities detailed in this Service Plan – in a way that is consistent with our balanced budget commitment.

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As our measures to revitalize the economy continue to create new jobs, growth and investment, this will allow us to continue strengthening public services for the benefit of British Columbians. Opportunities like the 2010 Olympic and Paralympic Winter Games will showcase British Columbia to the world and generate economic benefits all across our province. Future service plans will further demonstrate those benefits.

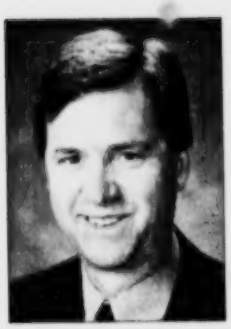
Let me conclude by thanking you for your commitment to serving the best interests of all British Columbians.

Yours sincerely,

Honourable Gordon Campbell
Premier

BRITISH COLUMBIA

Ministry of Sustainable Resource Management



It is with great pleasure that I present the 2004/05 – 2006/07 service plan for the Ministry of Sustainable Resource Management. Although this is a new portfolio for me, I am looking forward to the exciting challenges that await me and I am thrilled to continue with the team building that was already in place.

This service plan presents the ministry's goals, objectives, strategies and targets for the next three years. It also describes the ministry's leadership role to the private and public sectors and across government on the sustainable economic development of the province's land and resources.

This is the third service plan for my ministry, and as we meet our objectives and move forward our focus still remains the same; to find a balance between economic development and environmental integrity while providing strategic direction to ensure that decisions about Crown land are sustainable, accountable and responsible to future generations.

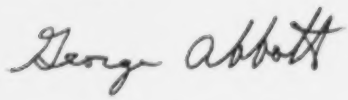
The ministry has outlined four key goals.

They include:

- **Goal 1: The Sustainable economic development of land and resources.** This will help reduce conflicts and stimulate new investment, economic growth and job creation for all British Columbians. It also focuses on increased economic opportunities for First Nations while reducing the economic impact of uncertainty related to Aboriginal rights.
- **Goal 2: Effective delivery of integrated, science-based land, resource and geographic information.** Streamlined, high-quality, science-based information to both public and private clients will help to improve the identification of investment opportunities and lower costs to the private sector and government.
- **Goal 3: Sound Governance of land and resource management.** Clear, stable policies and legislation that focus on finding the balance between development and conservation will help deliver investment and jobs while maintaining key environmental values.
- **Goal 4: Organizational excellence.** Effective and efficient use of staff and other resources by the ministry will have a major impact on the quality of all outcomes in government's strategic plan.

I look forward to delivering on this service plan and meeting my ministry's vision of a vibrant economy supporting the social and environmental values of British Columbians.

Sincerely,

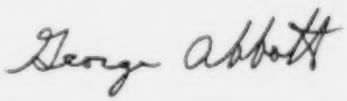


Honourable George Abbott
Minister of Sustainable Resource Management

February 4, 2004

Accountability Statement

The 2004/05 – 2006/07 Ministry of Sustainable Resource Management Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. All material fiscal assumptions and policy decisions as of January 30, 2004 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.



Honourable George Abbott
Minister of Sustainable Resource Management

February 4, 2004

Ministry Overview

The Ministry of Sustainable Resource Management (MSRM) was created in 2001 with a mandate to promote a vibrant economy through the sustainable development of BC's natural resources while maintaining environmental integrity. The ministry's role is unique as most natural resources in British Columbia are owned by the Crown and largely developed by private interests. As a consequence, much of MSRM's work concerns setting strategic policies and developing plans for the optimal use of Crown land and resources for all British Columbians, now and in the future.

Services

The ministry consists of four divisions with approximately 730 staff serving British Columbians in all parts of the province. The ministry provides the following three interrelated types of services for its clients:

1. Develops resource-management plans, including land-use and resource-sector plans, to provide for sustainable economic development of the province's land and resources;
2. Provides efficient and effective collection, storage, access to and analysis of registry, resource and geographic information to improve the identification of business investment opportunities and for the management of natural resources; and
3. Develops principles, strategic policies and legislation to guide sustainable resource management including the allocation and pricing of natural resources and related information. The ministry also administers the first steps in the property appeal process and manages contaminated sites on provincial lands.

The ministry is also committed to organizational excellence by providing corporate support services, including administrative, financial and human resource management, to its staff, as well as a high level of professional services to its clients.

Clients

Principal clients include related provincial ministries and corporations, federal and local governments, First Nations, resource businesses, the academic community and non-profit organizations. Many of the ministry's land and resource plans and policies are implemented through other ministries and agencies such as Land and Water British Columbia Inc. The ministry's integrated registries, resource and geographic information and business services are used directly by both private and public clients.

The ministry primarily impacts six major industry sectors: forestry; tourism; mining; oil, gas and energy extraction; agriculture and aquaculture. These sectors directly account for about

17 per cent of British Columbia's gross domestic product[1]. It also impacts other industry sectors to a lesser degree such as telecommunications, real estate and transportation. Together, these two groups of clients directly account for 32 per cent of the provincial GDP.

Outcomes

Implementing this service plan and achieving its performance targets will benefit British Columbians by increasing the level of certainty required for the optimal development of land and resources in the province. In doing so, the ministry will deliver outcomes supporting the government's strategic goals as shown in Figure 1 on page 18. The emphasis is on promoting economic development, revitalizing investment and creating jobs while maintaining key environmental values.

Enabling Legislation

The ministry administers key legislation such as the *Land Act*, the *Water Act* and the *Land Title Act*. For a full list of legislation administered by MSRM, please see the 2002/03 annual service plan report at the following Web site:

http://www.bcbudget.gov.bc.ca/annualreports/srm/srm_appendixb.htm

[1] Calculated from BC Stats and Stats Can, "Industry Account-NAICS Aggregations, 2001 GDP by Industry (1997 dollars)", obtained Nov. 27, 2002; and BC Stats and Stats Can, "Industry Account-Special Aggregations, 1999 GDP by Activity, (current dollars) — Tourism", obtained Nov. 4, 2002.

Resource Summary

Core Businesses	2003/04 Restated Estimates[1]	2004/05 Estimates	2005/06 Plan	2006/07 Plan
Operating Expenses ($000)				
Sustainable Economic Development	23,373	11,545	11,545	11,545
Integrated Land and Resource Information	51,817	45,929	45,929	45,929
Sound Governance	1,722	2,759	2,759	2,759
Property Assessment Services	1	1	1	1
Executive and Support Services[2]	10,221	8,181	8,181	8,181
Ministry Sub-Total	**87,134**	**68,415**	**68,415**	**68,415**
Agricultural Land Commission[3]	2,296	1,957	1,957	1,957
Crown Land Special Account[4]		210,620	49,120	69,120
Total	**89,430**	**280,992**	**119,492**	**139,492**
Full-time Equivalents (FTE)				
Sustainable Economic Development	162	110	110	110
Integrated Land and Resource Information	513	420	420	420
Sound Governance	24	22	22	22
Property Assessment Services	11	11	11	11
Executive and Support Services[2]	199	171	171	171
Ministry Sub-Total	**909**	**734**	**734**	**734**
Agricultural Land Commission[3]	22	20	20	20
Total	**931**	**754**	**754**	**754**

[1] Amounts have been restated, for comparative purposes only, to be consistent with Schedule A of the 2004/05 *Estimates*.

[2] Executive and Support Services includes the Minister's Office, the Minister of State's Office, Deputy Minister's Office and the finance, administration, information technology and human resource support services for all ministry core businesses. Corporate Services staff FTEs under Executive and Support Services also support the Ministry of Water, Land and Air Protection and other agencies through service agreements.

[3] The Agricultural Land Commission has its own service plan.

[4] Under a new accounting policy, the Crown Land Special Account is used to record free Crown grants and nominal rent tenures at fair market value for all of government. Except for $20,000 the budget shown here is offset by a matching revenue resulting in a zero impact to the government's budget.

Core Businesses	2003/04 Restated Estimates[1]	2004/05 Estimates	2005/06 Plan	2006/07 Plan
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Sustainable Economic Development	486	600	600	600
Integrated Land and Resource Information	7,606	7,400	5,500	5,500
Sound Governance	2	5	5	5
Property Assessment Services	97	96	96	96
Executive and Support Services	50	50	50	50
Ministry Sub-Total	**8,241**	**8,151**	**6,251**	**6,251**
Agricultural Land Commission	43	50	50	50
Total	**8,284**	**8,201**	**6,301**	**6,301**
Other Financing Transactions ($000)				
Crown Land Special Account				
Receipts	900	900	900	900
Disbursements	(1,000)	0	0	0
Total Net Cash Source (Requirement)	(100)	900	900	900

[1] Amounts have been restated, for comparative purposes only, to be consistent with Schedule A of the 2004/05 *Estimates*.

In accordance with government's budget streamlining and workforce adjustment plans, the table also shows a 21 per cent decrease in the ministry's operating budget (when the Crown Land Special Account figure is excluded) and a 19 per cent reduction in staff from last year to the current year.[2]

[2] Does not include transfer of functions and FTEs (p. 42). 2003/04 baselines have been restated to account for this.

Core Business Areas

The ministry has five core business areas and a special account. The first two core business areas, Sustainable Economic Development and Integrated Land and Resource Information, account for approximately 83 per cent of the ministry's business. A further sub-vote is the responsibility of the Agricultural Land Commission, which has its own service plan.

Core Business Areas:

1. Sustainable Economic Development

This core business involves the development of resource-based economic opportunities through land and resource plans, improved tools for balanced decisions and increased participation with First Nations. The core business is delivered by the 110 FTEs of Resource Management division on an annual operating budget of $11.5 million over the next three years.

2. Integrated Land and Resource Information

The newly created Land Information Services division delivers this core business by providing integrated, science-based land, resource and geographic information. The planned resources for this core business over the next three years include 420 FTEs, an annual operating budget of $45.9 million and a capital expenditure of $7.4 million in 2004/05 and $5.5 million in both 2005/06 and 2006/07.

3. Sound Governance

The Corporate Land and Resource Governance division (CLRG) delivers this core business by developing principles, policies and legislation to guide resource planning, tenuring, disposal and pricing to ensure the optimal use of Crown land and resources. CLRG also sets strategic policies concerning property assessment and manages contaminated sites on provincial land. During the next three years this core business is planned to be delivered by 22 FTEs on an annual operating budget of $2.7 million.

4. Property Assessment Services

The Corporate Land and Resource Governance division manages the Property Assessment Review Panels, and the Corporate Services division supports the management of the

Property Assessment Appeal Board. This core business operates under a $1,000 vote which is fully recovered from BC Assessment. It is supported by the work of 11 FTEs.

5. Executive and Support Services

This core business is jointly delivered by the Minister's Office, the Minister of State's Office, the Deputy Minister's Office and Corporate Services division. The latter division provides the finance, administration, information technology, internal communication and human resources support services for all ministry core businesses. It also provides some or all of these services to the Ministry of Water, Land and Air Protection, the Agricultural Land Commission, the Property Assessment Appeal Board and the Environmental Assessment Office. Accountabilities to these different ministries and agencies are established by individual service agreements. Over the next three years the annual operating budget for this core business is $8.1 million, supported by 171 FTEs.

Crown Land Special Account

The Crown Land Special Account (CLA) is used to acquire land on behalf of government to preserve transportation and recreation corridors and sensitive ecological reserves. The CLA is also used to record land sales, land exchanges, land tenures and related disbursements associated with the acquisition, servicing, development and disposition of inventoried Crown land administered by Land and Water British Columbia Inc. Under a new accounting policy, the CLA is used to record free Crown grants and nominal rent tenures at fair market value for all of government. Except for $20,000 the budget shown in the Resource Summary is offset by a matching revenue resulting in a zero impact to the government's budget.

Related Organizations

The ministry provides strategic policy direction to Land and Water British Columbia Inc. (LWBC) and the Agricultural Land Commission (ALC). The ministry also works closely with the Environmental Assessment Office (EAO) by providing corporate support services.

LWBC administers Crown land and water allocation, and the ALC administers the Agricultural Land Reserve, while the EAO reports to the minister as a neutral provincial agency to coordinate assessment of the impacts of major development proposals in the province. Other related agencies, boards and commissions can be found on a chart of the ministry's organizational structure in Appendix 3.

Goals, Objectives, Strategies and Results

The ministry's goals and objectives support its vision of "*a vibrant economy supporting the social and environmental values of British Columbians.*" They are consistent with the ministry's mission "*to provide provincial leadership, through policies, planning and resource information to support sustainable economic development of the province's land, water and resources.*" They also help to achieve the deliverables outlined in the Premier's letter to the Minister at the front of the plan. Outcomes and results and their relationship to the government's strategic plan are summarized in the following pages, particularly Figure 1 on page 18.

Over the next three years, the ministry expects to achieve the following results on an annual operating budget of $68 million (excluding the Agricultural Land Commission and the Crown Land Special Account):

Goal 1: Sustainable economic development of land and resources.

The ministry will:

- Designate the Working Forest land base;
- Complete the Central Coast, Lillooet, North Coast, Sea-to-Sky and Morice land and resource management plans (LRMPs) and the Haida Gwaii/Queen Charlotte Islands strategic-level plan;
- Consult with interested First Nations on all land and resource plans;
- Incorporate key biodiversity objectives to support the implementation of results-based forestry and the development of resource targets by the end of 2005/06 through sustainable resource management plans (SRMPs);
- Substantially complete Protected Area designations;
- Complete the Muskwa-Kechika Management Area pre-tenure plans to enable oil and gas development in the Muskwa-Kechika Management Area;
- Complete economic opportunity plans and strategies for aquaculture, agriculture, and land-use based resort and tourism opportunities; and
- Provide First Nations with new business opportunities identified through land and resource management plans and other resource planning initiatives.

MSRM: From Government Vision to Future Reality for B.C.

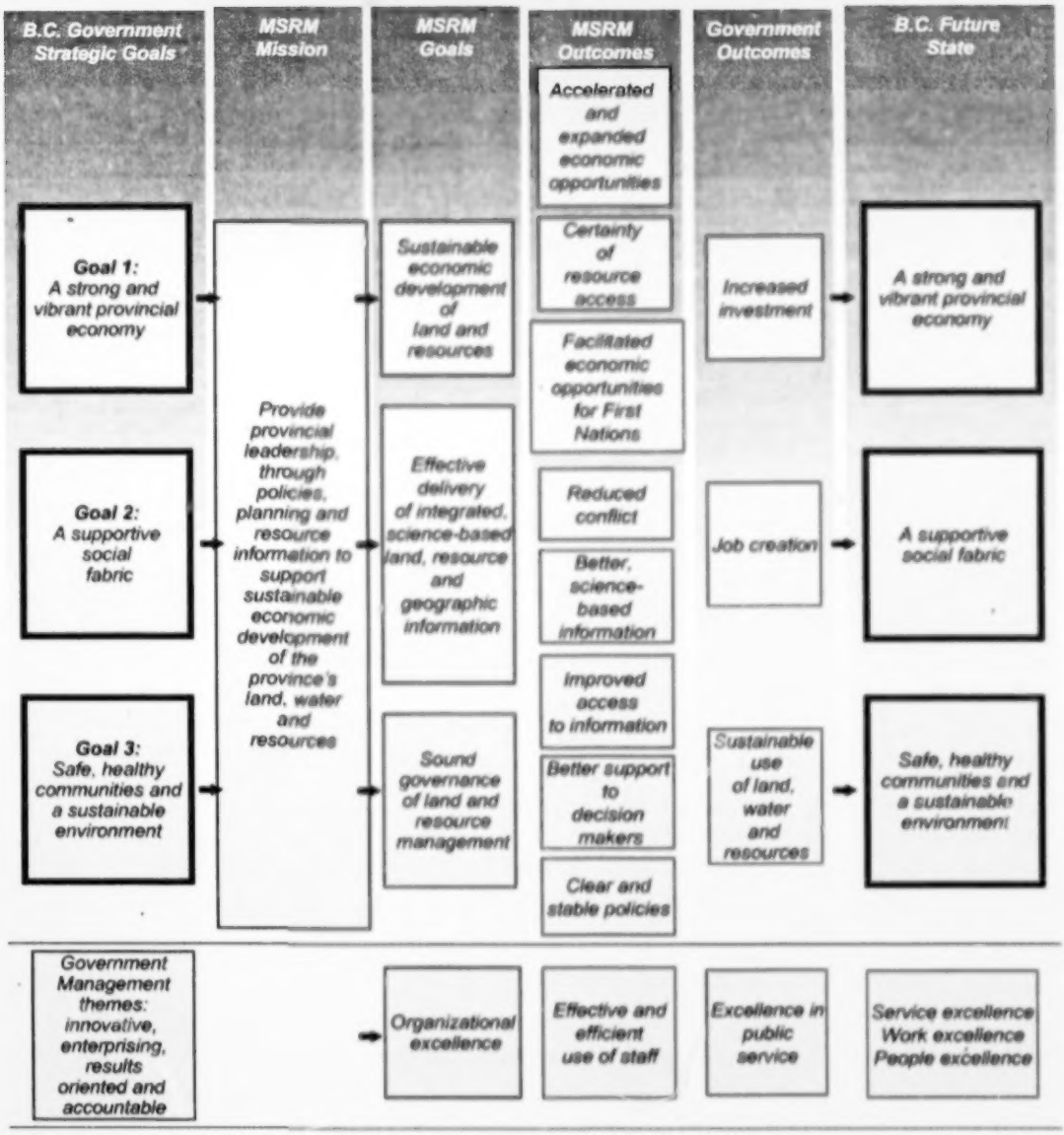

B.C. Government Strategic Goals
MSRM Mission
MSRM Goals
MSRM Outcomes
Government Outcomes
B.C. Future State
Goal 1: A strong and vibrant provincial economy
Goal 2: A supportive social fabric
Goal 3: Safe, healthy communities and a sustainable environment
Provide provincial leadership, through policies, planning and resource information to support sustainable economic development of the province's land, water and resources
Sustainable economic development of land and resources
Effective delivery of integrated, science-based land, resource and geographic information
Sound governance of land and resource management
Accelerated and expanded economic opportunities
Certainty of resource access
Facilitated economic opportunities for First Nations
Reduced conflict
Better, science-based information
Improved access to information
Better support to decision makers
Clear and stable policies
Increased investment
Job creation
Sustainable use of land, water and resources
A strong and vibrant provincial economy
A supportive social fabric
Safe, healthy communities and a sustainable environment
Government Management themes: innovative, enterprising, results oriented and accountable
Organizational excellence
Effective and efficient use of staff
Excellence in public service
Service excellence
Work excellence
People excellence
B.C. Government Vision
British Columbia is a prosperous and just province, whose citizens achieve their potential and have confidence in the future.

Figure 1. The ministry's goals and outcomes in relation top the Government Strategic Plan 2004/05 – 2006/07.

Goal 2: Effective delivery of integrated, science-based land, resource and geographic information.

The ministry will:

- Implement an electronic service delivery model that will:
  - — integrate the land and resource registry in the northeast corner of the province by the end of 2004/05 and the whole province by the end of 2006/07;
  - — enable authorized users to electronically submit land title documents for registration using an Electronic Filing System in 2004/05; and
  - — allow the filing of digital survey plans on a staged basis beginning with *Land Act* surveys undertaken in 2005/06.
- Implement the Land and Resource Data Warehouse to provide a single, central repository of integrated land and resource information from across the province to clients in government ministries and other agencies, business partners and the public. Fifty per cent of the data sets will be loaded in the warehouse by the end of 2004/05; and
- Develop alternative service delivery options for implementing the provincial integrated registry during 2004.

Goal 3: Sound governance of land and resource management.

The ministry will:

- Ensure land and resources are allocated to their optimal use and that costs are well identified and accounted for when land-use decisions are made;
- Reduce the regulatory burden 30 per cent by the end of June 2004 by eliminating duplication and unnecessary regulations;
- Apply the governance principles (as described on page 38) to new ministry strategic policies to ensure a sustainable balance between economic development and the maintenance of environmental values;
- Coordinate the implementation of a government-wide contaminated sites management program and oversee remediation of the Pacific Place site and the Britannia Mine site with a strategic partner; and
- Review the property assessment classification system to ensure the system is equitable and the framework accommodates the goals and objectives of BC Assessment and the provincial government.

Goal 4: Organizational excellence.

The ministry will:

- Meet or exceed government average levels of staff satisfaction and staff understanding of ministry direction as measured by the Auditor General's annual survey of government staff; and
- Enhance the concept of performance-focused staff by having 100 per cent of staff complete an Employee Performance and Development Plan.

The following table illustrates the linkages between the ministry's core businesses and goals, and the divisions that deliver the services to achieve the goals.

Table 1. Ministry Core Businesses, Their Relationship to Goals and Ministry Structure

Core Business (and Sub-Vote)	Goals Served	MSRM Division or other Agency
Sustainable Economic Development	1, 4	Resource Management Division
Integrated Land and Resource Information	2, 4	Land Information Services Division (previously Business and Information Services Division and Resource Registries Information Division)
Sound Governance	3, 4	Corporate Land and Resource Governance Division (CLRG)
Property Assessment Services[1]	3, 4	CLRG and CSD
Executive and Support Services	All Goals	Minister's Office, Minister of State's Office, Deputy Minister's Office and Corporate Services Division (CSD)

[1] This sub-vote was transferred to the Ministry of Sustainable Resource Management in April 2002 from the Ministry of Community, Aboriginal and Women's Services.

This section also lists supporting strategies, performance measures and targets that will help measure progress towards ministry goals. As this is a high-level plan, only major strategies are specified. A report on performance will be provided in the annual service plan report to be published in the spring of 2004.

Achievement of some targets will be influenced by factors beyond the ministry's control as well as internal uncertainties. Where significant, these risks are discussed under specific measures or groups of measures. A more detailed discussion of risks and challenges is included in the Planning Context section on page 39.

Some performance measures have evolved from those used in last year's service plan. In some cases, this has been in response to changing government priorities and client needs.

Other performance measures or targets have been replaced or changed because projects — or phases of projects — have now been completed[3]. Finally, some changes have taken place to accommodate new, improved methods of measuring performance. These changes are noted against individual performance measures.

Goal 1: Sustainable economic development of land and resources. *Supporting resource-based sustainable development and diversification through land and resource planning decisions, increased First Nations' economic participation, and improved frameworks for balancing resource management decisions with maintaining environmental integrity.*

Core Business Area: *Sustainable Economic Development.*

This goal is achieved primarily through the development and implementation of land and resource management plans. These plans improve certainty of access to land and resources, provide better economic opportunities for First Nations and reduce conflict regarding natural resource use. The plans are designed to accelerate and expand economic opportunities, help revitalize investment and create jobs while maintaining key environmental values.

The ministry undertakes two types of land and resource management planning. Strategic-level land-use plans, which include land and resource management plans (LRMPs), identify broad land-use zones. Objective 1 deals with these. Operational plans are more detailed in scope and include forest resource sustainable resource management plans (SRMPs — under Objective 2), coastal plans, pre-tenure plans and economic opportunity plans (under Objective 3). Priorities have been set at both the strategic and operational levels for the plans to be undertaken in the next two years based on their expected economic impact in key sectors.

All land and resource management plans developed under this Goal will include consultations with interested First Nations. This will be reported on in the annual service plan report. Last year a separate objective dealt with First Nation issues.

[3] Much of the ministry's mandate from the government's core review involves completing a number of major projects. These include priority land-use plans and systems for information integration and delivery. Some of the ministry's performance measures relate to these projects. In addition, the timetables themselves are of major interest to the ministry's clients with significant implications for access to resources, investment and economic growth.

Objective 1: *Complete priority strategic-level land and resource management planning and cost-effective implementation strategies.*

Completion of strategic-level plans will help ensure resource management decisions take into account the needs of communities, the economy, the environment, and First Nation values and concerns, now and into the future. The following performance measure and targets specify the ministry's commitments for completing priority strategic-level plans and accompanying implementation strategies.

Performance Measure	2003/04 Estimate	2004/05 Target	2005/06 Target	2006/07 Target
Specified priority strategic-level plans and accompanying implementation strategies which satisfy the governance principles for sustainability, completed and forwarded for government decision by target dates.	Central Coast, Lillooet, North Coast, Sea-to-Sky, and Morice LRMPs substantially completed[1].	Working Forest land base designated (priority initiative as stated in Premier's letter to Minister). Haida Gwaii/Queen Charlotte Islands strategic-level plan completed.	All priority strategic-level plans completed.	N/A

[1] The time frame for completing all consultations with First Nations on these five plans has been extended to April 30 from March 31 in respect for the time required for First Nations to complete their own internal ratification processes.

Last year's service plan mentioned the Atlin-Taku plan as being under review. The scale and nature of this potential plan project have changed over time and as a result, the ministry is re-evaluating its options to proceed.

Strategies:

1. *Designate the Working Forest land base.*
2. *Complete priority strategic-level land and resource-use plans to facilitate sustainable development.*
3. *Substantially complete the designation of Protected Areas for the province.*

4. *Develop implementation strategies for completed strategic-level plans that address such issues as plan monitoring, more detailed planning requirements, eco-system based management, economic opportunities and First Nations values and concerns.*
5. *Develop and refine socio-economic and environmental assessment tools to inform land and resource decisions.*

Objective 2: *Complete priority resource planning and associated projects that support development of mandatory, legislated resource objectives.*

This objective deals mostly with the forest sector. The ministry will incorporate key biodiversity objectives and other resource targets in sustainable resource management plans (SRMPs) to support the implementation of the *Forest and Range Practices Act*. These strategies will allow implementation of results-based forestry and consequently increased economic and social benefits while meeting biodiversity objectives. Completion of SRMPs will involve consultation with interested First Nations and will contain policies and guidelines supporting sustainable resource management.

Performance Measure	2003/04 Estimated Base	2004/05 Target	2005/06 Target	2006/07 Target
Percentage of high priority SRMPs and resource targets completed that are required to support the *Forest and Range Practices Act* and *Forest Practices Code* by specifying key biodiversity objectives[1].	• 40% of priority plans. • Resource targets completed for 33% of the province.	• 70% of priority plans. • Resource targets completed for 66% of the province.	• 100% of priority plans. • Resource targets completed for 100% of the province.	• New priority plans identified and initiated for remaining areas.

[1] 44 SRMP areas have been identified as "high priority" for completion by the end of 2005/06. This was based on internal assessments of the importance of their completion to forest, mineral, oil and gas interests and commercial recreation businesses, which rely on plan results to access Crown lands and resources.

Strategies:

1. *Complete sustainable resource management plans to provide basic biodiversity objectives and resource targets required under the* Forest and Range Practices Act, Forest Practices Code, Land Act *and* Muskwa-Kechika Management Area Act.
2. *Ensure all high-priority SRMPs include consultation with and participation of interested First Nations.*
3. *Develop and implement operational policy, including the Working Forest Initiative and associated resource targets.*

Objective 3: ***Undertake land and resource planning and associated projects that address the use and management of Crown land and resources for sustainable economic development and diversification opportunities.***

Strategies under this objective are aimed largely at realizing economic opportunities first in sectors other than the forest sector, and secondly for First Nations. They include completion of various resource sector access strategies, resort development activities and use of partnerships to increase economic activity on Crown land.

It is important to note two key changes from last year's service plan. The first change recognizes that the coordination of resource-based tourism opportunities on Crown land has been transferred to the Ministry of Small Business and Economic Development. However, resort opportunities associated with land-use has recently been added to the ministry's responsibilities under a new Minister of State.

While specific strategies and performance measures are under development for the Minister of State of Resort Development, the Premier has identified the following priorities:

- Increase the number of sites allocated for resort development on Crown land;
- Develop a consolidated inter-agency policy for resort development approvals including associated recreation permitting that encourages private sector investment across British Columbia; and
- Oversee implementation of the Resort Task Force report recommendations.

The second change from last year's service plan is the addition of a new performance measure dealing specifically with First Nations business opportunities.

Performance Measures	2003/04 Base	2004/05 Target	2005/06 Target	2006/07 Target
Specified sector strategies updated by target date.	Mining, oil and gas, and agriculture sector Crown land and resource access strategies completed.	Complete an aquaculture Crown resource access strategy.	Update mining, oil and gas, and agriculture sector Crown resource access strategies.	Update remaining Crown resource access strategies.

Performance Measures	2003/04 Base	2004/05 Target	2005/06 Target	2006/07 Target
Number of priority coastal plans and economic opportunity plans completed by target date.	• All eight priority coastal plans completed. • Two priority economic opportunity plans completed. • Three oil and gas plans in Muskwa-Kechika Management Area completed.	Three new priority economic opportunity plans completed, including all Muskwa-Kechika pre-tenure plans.	Five new priority economic opportunity plans completed, including one new oil and gas plan.	Five new priority economic opportunity plans completed, including two new oil and gas plans.
Hectares of additional Crown land identified for sale/tenure by the ministry as a consequence of land and resource planning[1].	1,200 new hectares of Crown land identified for sale/tenure.	1,000 additional hectares of Crown land identified.	1,000 additional hectares of Crown land identified.	1,000 additional hectares of Crown land identified.
Number of new First Nations business opportunities identified through MSRM projects and acted on by First Nations.	Ten new business opportunities identified and acted on for First Nations.	Ten new business opportunities identified and acted on for First Nations.	Ten new business opportunities identified and acted on for First Nations.	Ten new business opportunities identified and acted on for First Nations.

[1] These are areas of additional Crown land which will be identified for sale/tendering by the ministry. These will only be a portion of the areas of sale and tenuring reported by LWBC and other agencies.

Strategies:

1. *Develop and update sector (mining, oil and gas, tourism, and agriculture) Crown land and resource access strategies involving land use planning to support government's overall economic strategy.*
2. *Work with other government agencies to increase mineral exploration opportunities on Crown lands outside established Protected Areas.*
3. *Complete priority coastal plans and economic opportunity plans that provide sustainable economic development opportunities.*

4. *Develop initiatives and agreements with First Nations that promote resource stewardship and economic activity.*
5. *Establish agreements and other tools to support the sustainable use and management of Crown land and resources and resolution of associated issues and conflicts.*
6. *Provide advice on land-use issues associated with the 2010 Olympic and Paralympic Winter Games.*

Goal 2: Effective delivery of integrated, science-based land, resource and geographic information. ***Integrated land and resource information supporting ministry and client activities related to economic development, land-use planning, sustainability and e-government services.***

Core Business Area: *Integrated Land and Resource Information.*

Achieving this goal will help ensure that the BC government, industry and public have access to integrated land and resource information and services. The information will be time sensitive, geographically referenced and science-based. Access will be faster and the quality of information will be higher. As a consequence, ministry clients will be able to make informed decisions more rapidly and the ownership of tenures and titles will be more certain. This will help improve BC's business and investment climate.

Land Information BC is the flagship initiative for addressing this goal. Land Information BC offers information collection and capture, information management, information access and decision-support services. The ministry has instituted a Land Information BC governance structure to ensure clients are directly involved in the planning, priority setting and decision-making concerning information services.

Objective 1: *Integrated land and resource information.*

This objective concerns the delivery of integrated registry and resource information. Strategies supporting it involve building a base geographic reference as a foundation for all other information, building a warehouse to store the data, developing systems, tools and standards to facilitate data integration and supporting data management in partner ministries. Objective 1 is delivered through the Land Information BC information collection and capture, and information management services.

Performance Measure	2003/04 Estimated Base	2004/05 Target	2005/06 Target	2006/07 Target
Percentage of land and resource datasets[1] loaded into the Land and Resource Data Warehouse.	25%	50%	70%	80%

[1] A dataset (e.g. archaeological site) is a data collection from a single data category (e.g. cultural and demographic) to support one or many business areas.

Based on current workloads and production figures, the percentage targets have been reduced from those stated in last year's service plan[4].

Strategies:

1. *Provide integrated registry information.*
2. *Provide integrated resource information.*
3. *Provide a geographic spatial reference for the province.*
4. *Deliver an integrated data warehouse for access to resource and registry information.*
5. *Maintain an operational information management infrastructure.*

Objective 2: *Effective delivery of client services.*

Objective 2 is focused on developing client loyalty and promoting client success through provision of land and resource information. The ministry will concentrate on excellent customer service through effective use of tools, expert advice and simplicity of access to electronic information. Objective 2 is delivered through the Land Information BC information access and decision-support services.

[4] Reduced by 10 percentage points in each of 2004/05 and 2005/06.

Performance Measure	2003/04 Estimated Base	2004/05 Target	2005/06 Target	2006/07 Target
Percentage of clients satisfied with land information services covered by service agreements.	65%	70%	75%	80%

This performance measure has been modified from last year's service plan. The measure relates to client satisfaction with land information services, focusing on clients with service agreements. This measure now uses a broad survey measure of satisfaction rather than last year's "delivery of services within timelines specified in service agreements." The 2004/05 target for this performance measure has also been reduced from that in last year's plan since service agreement negotiations have shown the original target could not be achieved.[5]

Strategies:

1. *Provide access to information for government, industry and public clients.*
2. *Provide decision support, information management services and products in support of economic development and land-use planning (supports Goal 1).*
3. *Provide decision support, information management services and products to other government agencies and partners.*
4. *Provide land title and registry services.*

Performance Measure	2003/04 Estimated Base	2004/05 Target	2005/06 Target	2006/07 Target
Average number of working days to examine land title transfers and charges.	6	6	6	6

The wording in the above performance measure has been changed from last year's service plan to communicate service times more effectively and to more accurately reflect the type of land title work being completed. The ministry is considering various management options to improve the delivery of the land title system across the province associated with the full application of electronic filing capability in 2004.

[5] Reduced by 20 percentage points.

Objective 3: ***Transformed business, including e-government, deregulation and alternative service delivery.***

To ensure products and services are aligned to client needs, the ministry will transform its business processes and culture by targeting e-government and alternative service delivery opportunities. The ministry will reduce program delivery costs while establishing a stable business foundation and streamlining business processes. To facilitate this transformation, many services will be provided electronically and, where reasonable, partnerships will be used to improve service delivery.

Performance Measure	2003/04 Estimated Base	2004/05 Target	2005/06 Target	2006/07 Target
Amount of cost recovery, cost reduction, cost avoidance and grants/contributions through partnerships.	$1.5 million.	$3.1 million from partnerships (cumulative value).	$5.3 million from new partnerships (cumulative value).	$7.9 million from new partnerships (cumulative value).

Development and completion of partnerships are taking longer than originally anticipated as a result of economic conditions and longer timeframes to develop the required government policies and procedures. This will be improved with staff training and the formulation of partnership agreements that fully identify costs, timelines and value-added products.

Strategies: *1. Migrate to electronic service.*

2. Develop and maintain partnerships with other governments, industry, academia and other organizations.

Goal 3: Sound governance of land and resource management.[6] *Principles, policies and legislation to guide sustainable resource management.*

Core Business Areas: *Sound Governance and Property Assessment Services.*

As the designated owner of Crown land, water and other natural resources in the province, the ministry leads the development of strategic principles, policies and legislation to

[6] The four objectives under this Goal from last year's ministry service plan have been reduced to three as the activities performed under the First Nations objective (Crown land and resource decisions are informed by First Nations' interests) have been transferred to the Treaty Negotiations Office. In addition, last year's performance management objective has been combined with the new framework for sustainable resource management objective (Objective 2), and the contaminated sites objective (Objective 3) has been added.

guide resource planning, tenuring, disposal and pricing to ensure the optimal use of these resources. The ministry also sets strategic policies concerning property assessment and oversees the effective management of contaminated sites on provincial land. In addition to the ministry, the immediate impacts of these policies and legislation are principally on Land and Water British Columbia Inc., BC Assessment and the Agricultural Land Commission, with less significant impacts on other natural resource ministries.
These principles, policies and legislation are expected to improve certainty of access to land and other resources, reduce conflict regarding natural resource use, accelerate and expand economic development opportunities and provide better support to government and industry decision makers.

Objective 1: *An effective policy and legislative regime governing land and resource management.*

Strategic land and water policy and legislation supports the ministry's strategic resource planning strategies under Goal 1 as well as the tenure allocation processes of other agencies such as LWBC. Strategies under this objective will also result in more streamlined regulatory processes through a shift to performance-based regulation and removal of outmoded regulations. In particular, the ministry will ensure land and resources are allocated to their optimal use with regard to economic, social and environmental values. In addition, the ministry will work to reduce land-use conflict between resource users and increase investment certainty in the resource sector. Other strategies concerning the pricing of Crown resources will assist achievement of an effective, efficient and fair return to their use. Support to property assessment appeal processes will help ensure fairness of property assessments.

Performance Measure	2003/04 Target	2004/05 Target	2005/06 Target	2006/07 Target
Percentage reduction in the number of regulatory requirements relative to the June 2001 base number of 9,373.	19%	30% by end of June 2004.	Maintain June 2004 regulatory level.	Exceed June 2004 regulatory level.

Strategies:

1. *Reduce the number of regulatory requirements.*
2. *Review and develop effective strategic policies and legislation particularly for property assessment, revenue, land and water governance.*
3. *Complete Property Assessment Review Panel process by March 31 of each year.*

Objective 2: *A framework for sustainable resource management that informs policy and performance management.*

By implementing the strategies under this objective, the ministry will help ensure the sustainability of its strategic land and resource management policies and planning processes through application of governance principles for sustainability. Support will also be provided regarding sustainability and environmental issues in planning for the 2010 Olympic and Paralympic Winter Games.

The ministry will adopt performance planning, reporting and evaluation strategies to ensure its performance is effective, efficient, accountable and risk managed.

In order to more accurately measure the incorporation of governance principles for sustainability into MSRM strategic policies, the ministry has revised its performance measure and targets from last year's plan.

Performance Measure	2003/04 Base	2004/05 Target	2005/06 Target	2006/07 Target
Percentage of MSRM's key strategic policies that incorporate the governance principles for sustainability (e.g. Working Forest, SRMPs, etc.).	Under development.	50%	75%	100%

With the completion of the land and resource management plans and the designation of the Working Forest, the ministry will demonstrate how the application of sustainability principles is bringing certainty to land access and building a strong resourced-based economy.

Strategies:

1. *Improve application of governance principles for sustainability within the ministry to key land and resource management decisions.*
2. *Undertake outreach activities with the resource sector, academia and non-governmental agencies to advance sustainability thought and practice.*
3. *Develop and implement a comprehensive performance management system.*
4. *Develop and implement a ministry Enterprise-wide Risk Management (ERM) process.*
5. *In partnership with the Ministry of Water, Land and Air Protection, provide advice on sustainability and environmental strategies associated with the 2010 Olympic and Paralympic Winter Games.*

Following is an interim performance measure and targets for the development and implementation of the ministry's new Enterprise-wide Risk Management process. The ministry will be developing a new measure using an organizational risk management matrix.

Performance Measure	2003/04 Estimate	2004/05 Target	2005/06 Target	2006/07 Target
MSRM's degree of maturity in implementing ERM based on a five-year, three-phase plan.	Initial phase includes training and strategically focusing on high-priority risks.	Continuation of initial phase.	Developmental phase includes pilots in year 1, and an operationalized roll-out within each division.	Completion of developmental phase.

See the Related Initiatives section on page 36 for more details about the ERM process.

Objective 3: *Effective and efficient management of contaminated sites on provincial lands.*

The strategies under this objective involve development of a government-wide program for the management of provincial contaminated sites. MSRM was assigned the lead on this issue early in 2003 to address the recommendations of the 2002 Auditor General's Report on Managing Contaminated Sites on Provincial Lands. The ministry is also responsible for overseeing remediation of significant, historic contaminated sites such as the Britannia Mine and Pacific Place. The ministry is seeking a strategic partner for designing and operating the water treatment facility.

Performance Measure	2003/04 Estimate	2004/05 Target	2005/06 Target	2006/07 Target
Implement government-wide contaminated sites management program.	Business plan and data base developed; policy and reporting requirements defined.	Government-wide program implemented. • Reporting requirements implemented. • Plan established to identify contaminated sites. • Inventory of existing contaminated sites on Crown lands.	TBD	TBD

Strategies:

1. *Direct and coordinate the management of provincial contaminated sites.*
2. *Ensure information critical for management of provincial contaminated sites is available.*
3. *Implement accountability and reporting requirements related to provincial contaminated sites.*
4. *Effectively manage individual contaminated sites for the ministry, including overseeing remediation of the Pacific Place site and the Britannia Mine site.*
5. *Minimize provincial liability for remediation of Crown-owned contaminated sites.*

The new task of overseeing remediation of the Britannia Mine site will be monitored according to the following performance measure and targets.

Performance Measure	2003/04 Base	2004/05 Target	2005/06 Target	2006/07 Target
Oversee remediation of the Britannia Mine site.	• Submitted remediation plan. • Issued Request for Expressions of Interest for the water treatment plant.	• Water treatment plant commissioned. • Complete majority of remediation activities.	• Water treatment plant effluent meets environmental discharge standards. • Environmental monitoring program established.	• Water treatment plant effluent continues to meet environmental discharge standards.

Goal 4: Organizational excellence. *Demonstrated visionary leadership and pursuit of service excellence.*

Core Business Area: *Goal 4 is supported by all core businesses of the ministry.*

Goal 4 establishes a foundation for achieving the ministry's overall mandate. The goal will be realized by attaining excellence in the ministry's services, its people and work environment. The ministry will re-enforce organizational excellence by ensuring the needs of staff and clients are met in a professional, timely manner.

Objective 1: *Demonstrated visionary leadership and continuous improvement.*

In keeping with government's *New Era* commitments and in accordance with its core review, the ministry launched a new organizational model in late 2003. The ministry is helping staff and clients understand its mandate and capacity. New approaches, cross-organizational actions and leadership from all staff are necessary to achieve this goal. The performance measure and targets below will assess overall staff satisfaction levels and their understanding of the ministry's direction.

Performance Measure	2003/04 Benchmark	2004/05 Target	2005/06 Target	2006/07 Target
Office of the Auditor General survey results[1]: staff satisfaction and staff understanding of ministry direction.	Government average to be determined.	Meet or exceed government average.	Meet or exceed government average.	Meet or exceed government average.

[1] See http://bcauditor.com/AuditorGeneral.htm, Office of the Auditor General of BC. "2002/03 Report 1. Building a Strong Work Environment in British Columbia's Public Service: A Key to Delivering Quality Service." A follow-up survey was conducted in 2003; the results have not yet been published.

Strategies:
1. *Staff clarity of the ministry vision, objectives and priorities.*
2. *Leadership across government through increasing core competencies of staff.*
3. *Executive and Senior Management team provides consistent direction and timely communication to staff.*
4. *Evaluation of service-level agreements.*

Objective 2: *Performance-focused staff.*

Enhanced individual, group and organizational performance comes from linking staff activities to the divisional, corporate and government objectives, identifying development priorities and recognizing and celebrating achievements. The ministry's success in achieving staff participation in Employee Performance Development Plans will be monitored by the following performance measure and targets.

Performance Measure	2003/04 Estimated Base	2004/05 Target	2005/06 Target	2006/07 Target
Percentage of staff that have an Employee Performance Development Plan (EPDP).	95%	100%	100%	100%

Strategies:
1. *Ministry-wide learning strategy developed and actioned (in divisional plans).*
2. *All staff assist ministry to achieve ministry priorities.*
3. *Introduce "360 leadership" feedback to staff to improve leadership competencies.*
4. *Training and succession planning to build staff competencies.*

Note: Funding for Goal 4, approximately 4 per cent of the ministry's operational budget, is provided by all core businesses.

Related Initiatives

Enterprise-wide Risk Management

The ministry is developing a five-year, three-phase plan for the implementation of enterprise-wide risk management as required by government. The ultimate aim is to develop a culture in which decisions are taken and priorities set with due regard to risks, that risks are communicated and risk management effectively occurs.

The initial phase, which is focused on high-priority risks, has already begun and will continue through 2004/05. The next developmental phase will commence in 2004/05 with a series of pilots in each division chosen for their training value as well as significance in terms of consequences and likelihoods. By year five, full implementation should be achieved in each division and the third, continuous improvement phase will be entered. Staff training targeted to the types of risks under consideration will be a key part of all phases.

The risks and management responses identified in the Planning Context section (p. 39) were pinpointed through three senior-management workshops and subsequent work on responses.

To measure progress in implementing this risk management approach, the ministry will collaborate with the Ministry of Water, Land and Air Protection to pilot an organizational risk management matrix based on approaches used by the Risk Management Branch of the Ministry of Finance and the Office of the Auditor General[7].

Deregulation

MSRM continues its *New Era* commitment to cut red tape and reduce the regulatory burden as part of its three-year deregulation plan. The ministry is confident its 30 per cent deregulation target will be achieved by June 2004, provided all its deregulation proposals are approved. The ministry will also work towards exceeding this 30 per cent level of deregulation during the 2006/07 fiscal year. MSRM will continue its commitment to reviewing the regulatory environment over the next three years and seek ways to making it more efficient and effective.

Vancouver-Whistler 2010 Olympic and Paralympic Winter Games

Together with the Ministry of Water, Land and Air Protection, the ministry has been asked to assist with issues regarding sustainability, the environment and land-use that may be associated with preparations for the Vancouver-Whistler 2010 Olympic and Paralympic Winter Games.

[7] The Organizational Risk Management Matrix is modeled on the assessment matrix used by the Office of the Auditor General of BC. For more information see Building Better Reports at < http://www.bcauditor.com/performance/guides/BuildingBetterReports.htm/ > .

Appendix 1. Strategic Context

Vision, Mission and Values

Vision

A vibrant economy supporting the social and environmental values of British Columbians.

Mission

The mission of the Ministry of Sustainable Resource Management is to provide provincial leadership, through policies, planning and resource information to support sustainable economic development of the province's land, water and resources.

The Ministry of Sustainable Resource Management is the lead provincial agency responsible for strategic policies and plans concerning sustainable management of Crown land- and water-use, pricing, registration of private land titles and other tenures, strategic policies concerning property assessment and the provision of information concerning all natural resources.

Values

The ministry's values are consistent with and enhance the government-wide corporate values. These value statements shape and guide the development of our strategies, our decision-making and the daily work of each staff member.

Excellence: We excel as leaders in sustainability. We strive to improve our performance and reward our progress.

Innovation: We encourage an entrepreneurial spirit by providing the tools for staff to make decisions to take risks and get results.

Respect: We treat each other and those we serve with fairness, dignity and compassion.

Integrity: We exemplify the highest standards of dedication, trust, co-operation, pride and courtesy in the work environment.

Teamwork and Collaboration: We support each other and work together, across divisional and geographic boundaries.

Diversity: We value our diverse workforce and create a work environment that is welcoming and inclusive.

Communication: We listen to each other and remain receptive to ideas regardless of their origin. We engage people at all levels of the ministry as we communicate our expectations and decisions.

Balance: We balance personal and workplace expectations and strive to keep both in mind as we meet the demands of public service.

Governance principles for sustainability

The ministry is using the following governance principles for sustainability to guide its activities and delivery of public services. An earlier draft of the principles was endorsed by Cabinet in May 2002. The draft principles have been revised based upon feedback from a focused stakeholder consultation program. The revised principles are now being applied in the development of key policy initiatives and planning processes led by the ministry. The principles are organized under three themes.

Theme 1 — Certainty is about improving access to Crown land and resources; streamlining decision-making; seeking to accommodate First Nations interests; improving Crown land tenure management; improving the investment climate; and ensuring access to markets. Supporting principles include:

Certainty *— Making timely and clear decisions within a predictable and understandable framework.*

Competitiveness *— Ensuring that British Columbia remains internationally competitive by removing barriers to investment and promoting open trade.*

Efficiency *— Focused and efficient delivery of government services and maximizing the net benefits arising from the allocation, development and use of natural resources.*

Theme 2 — Accountable and Responsive Government is about setting clear standards and ensuring those standards are being met through monitoring, enforcement, auditing and reporting. Supporting principles include:

Accountability *— Enhancing performance management through effective compliance, enforcement, auditing and public reporting activities.*

Continual improvement and innovation *— Learning from the past, adapting to changing circumstances, encouraging innovation and being entrepreneurial.*

Science-based decision-making *— Making justifiable decisions informed by science-based information and risk management.*

Transparency *— Establishing open and transparent decision-making processes that consider First Nations, the public and other key interests.*

Theme 3 — Shared Stewardship is about working cooperatively to achieve a sustainable future by shifting towards results-based approaches, providing incentives and taking into account economic, environmental and social objectives.

Supporting principles include:

Inclusion *— Including the interests of First Nations, and their desire to participate more fully in the economy of the province.*

Integration *— Ensuring that decisions integrate economic, environmental and social elements, while considering the limits of each, for the benefit of present and future generations.*

Shared responsibility *— Encouraging co-operation among First Nations; federal, provincial and local governments; academics; industry and non-governmental organizations in developing and implementing policies.*

Planning Context

Issues and Trends

The following issues and trends are likely to be of key importance to the ministry over the next three years:

- Resource sectors continue to be impacted by major demand changes, global competition, trade disputes and international scrutiny. British Columbia's reputation as a higher-risk jurisdiction for investment returns is only now being turned around;
- Short-run increases in commodity prices in US dollars are being offset to some extent by the rising Canadian/US exchange rate;
- Significant changes in relative expected commodity prices (e.g., natural gas prices relative to forest products) is a major factor giving rise to pressures for tenure change;
- Major structural change is taking place in the forest sector driven by a variety of factors;
- As a consequence of these and other trends, the rural areas of the province are facing particular economic challenges relative to urban areas;
- Business has emphasized the need for continued regulatory reform and streamlining with a preferred focus on targeting the key regulatory impediments to investment and growth by sector as well as a shift to results-based regulation; and
- A number of major events affecting BC over the last year — such as SARS, BSE, mountain pine beetle, forest fires and drought — have raised awareness of the impact such events can have on communities and the economy and questions about how our society manages its natural resources. This is likely to increase demands for resource information and for effective government policies to guide resource development.

Opportunities

Opportunities exist for the ministry to improve certainty in resource management and to help ensure the optimal use of Crown land and resources. This will contribute to investor confidence, improved global competitiveness, economic growth of the province and the diversity and resilience of regional economies. The ministry is committed to working with other government agencies and the private sector to implement the following five-step plan to improve certainty.

Step 1: Access to Land — improving access to Crown land and resources. There are major opportunities for investment and business development in the forestry, mining, oil and gas, tourism, recreation, aquaculture and other sectors. Critical for these developments is the provision of certainty of access to land and other resources. Completion of land and resource-use plans under Goal 1 and the improvement of information provision under Goal 2 will be the principal means by which the ministry capitalizes on these opportunities.

Step 2: Meaningful First Nations Consultation and Accommodation — assisting First Nations to achieve economic and social development goals will reduce the economic impact of uncertainty related to aboriginal rights. The completion of strategic-level land and resource management plans and economic opportunity plans involving First Nations under Goal 1 will be an important tool for achieving this result.

Step 3: Tenure Security — ensuring that investors and businesses have sufficient land-use certainty to invest in the future. There are opportunities to improve this security through further development of policies covering areas such as tenure compensation and free Crown grants, through identification and clarification of overlapping and multiple tenures and through the integrated registry of all tenures and the rights of tenure holders. These are strategies under Goals 2 and 3.

Step 4: Improved Business Climate — making it easier to do business in BC and ensuring that businesses are competitive in the world markets. Major opportunities exist to improve the quality, speed and convenience of decisions and client information services in areas such as resource information, decision support and tenure registration. These services enhance the confidence of resource investors concerning the net returns they are likely to receive and the regulatory hurdles and other risks they might face. Improving these services also contributes to public engagement in the development of safe, healthy communities, as well as confidence that resources are being managed in a sustainable manner and overall trust in government. As a consequence, there is growing demand for accurate and timely resource information that is impartial, science-based and easily accessible from the electronic web. There are also significant opportunities to develop partnerships in this area. These opportunities will be realized through Land Information BC.

Step 5: Access to Markets — meeting environmental stewardship and First Nations responsibilities. Without this level of integrity and transparency, BC will lose the confidence of customers and access to markets. Access to markets in many developed Western

economies is increasingly dependent on firms and governments being able to demonstrate continued effective sustainability, both through the existence of effective government planning, consultation, regulatory and monitoring processes, and through private independent certification of products and services. All goals will be important in capitalizing on these opportunities.

Challenges and Risks

The ministry faces the following challenges to the achievement of its goals, objectives and performance targets.

- Rapid changes in the nature of the demand for ministry services and the proposed methods for supplying these services have created a challenge to meet some client demands and make it more difficult to predict what can be delivered. This applies particularly to information services. For example, implementation of e-service delivery is resulting in both unplanned investment costs and growth in demand for services. The core businesses of some clients have also been shifting with resulting changes in their demands for information. On the supply side, the ministry has also shifted the role of resource information collection to industry and other partners according to data quality standards set by the ministry.
- Resource allocations and the speed of change impacts on the ministry's ability to deliver on service plan targets. While many of these impacts are internal to the ministry, others flow from the ability of other agencies to respond in a timely manner.
- External factors pose risks to the achievement of ministry performance targets and the costs of their delivery. Economic conditions, trade disputes and other market conditions will continue to affect the interest of firms in entering into partnerships for the delivery of ministry services. In addition, there are uncertainties around the clean-up costs, human health impacts and environmental risks associated with contaminated sites management. There are also challenges to meet specified time frames for strategic land-use plans and to find an enduring consensus across a wide range of environmental groups, resource sectors and communities. In addition, First Nation groups are being stretched to complete meaningful consultation and obtain support from their communities in time frames set out in this service plan.

In relation to these risk categories, the ministry has reduced some performance targets as described in the section on Goals, Objectives, Strategies and Results. Under its human resources plan, the ministry is working on improving leadership qualities across the ministry and to increase the capabilities of staff to achieve the ministry's mandate in times of rapid change. The ministry is also developing risk management plans, beginning with the most significant risks, as it implements Enterprise-wide Risk Management (see the Related Initiatives section on page 36).

Highlights of Strategic Shifts and Changes from Previous Service Plan

The ministry's emphasis in this service plan is on consolidation, sticking to its charted strategic course and delivering on previously set performance targets. Priorities include the completion of strategic land-use plans, delivering on major changes to the processing and delivery of resource and registry information services, and completing key strategic policies and legislation to meet *New Era* commitments.

In this context, the ministry has led the development of Land Information BC to be the government's vehicle for providing access, products and services around a common and consistent base of land and resource information. Land Information BC involves a number of strategic shifts in the areas of client service, information integration, business processes, and governance. For example, service agreements are being forged with all major information clients of the ministry as foreshadowed in last year's service plan[8].

However in addition to these Land Information BC changes, the ministry has made a small number of strategic shifts and consequent changes to performance measures. For example, two significant changes have been made regarding the ministry's role with respect to First Nations. Firstly, responsibility for leading the development of strategic First Nations policies concerning natural resources, including consultation policies and treaty mandates, has been transferred to the Treaty Negotiations Office. Secondly, the ministry will focus its limited resources in the land-use planning area on obligatory, basic levels of First Nations consultations and a limited number of First Nations economic development opportunities. Enhanced First Nations accommodation strategies and economic opportunities will be dependent on additional funding.

Responsibility for the coordination of resource-based tourism opportunities has been transferred to the Ministry of Small Business and Economic Development. However, resort opportunities associated with land-use has been added to the ministry's responsibilities under a new Minister of State.

Responsibility for management of contaminated sites on provincial land was assigned to the ministry in 2003/04 on the basis that the ministry is the nominated "owner" of Crown land and resources and to effectively separate resource ownership from regulation (performed by the Ministry of Water, Land and Air Protection). The ministry is in the process of setting up a management program for contaminated sites as a whole and for a number of specific sites.

The ministry has made a number of other changes to objectives, strategies and performance measures discussed in the Goals, Objectives, Strategies and Results section. None of these

[8] See http://www.gov.bc.ca.

involves key strategic shifts. The key ministry strategies identified in last year's service plan are largely being continued but are now all covered under Goal 1 strategies. Please see section B of the ministry's 2003/04 – 2005/06 service plan at http://www.gov.bc.ca.

Consistency with Government Strategic Plan

The ministry's goals support government's three long-term goals as shown in Figure 1 (p. 18):

- a strong and vibrant provincial economy.
- a supportive social fabric.
- safe, healthy communities and a sustainable environment.

Figure 2 provides an overview of the ministry's accountabilities and supporting goals and objectives for the 23 government strategic actions in which it is involved. The ministry has lead or sole accountability for four strategic actions and shared accountability for another four under government's Goals 1 and 3.

Figure 2. Relationship of the Ministry Service Plan to the Government's Strategic Plan 2004/05 - 2006/07

Government Strategic Plan Goal 1: A strong and vibrant provincial economy.

Government Strategic Action	Account-ability[1]	Ministry Goals and Objectives								
		G1			G2			G3		
		O1	O2	O3	O1	O2	O3	O1	O2	O3
Government Strategy: Innovation and Economic Growth										
Work with the private sector to remove barriers to economic activity.	Support	✓	✓	✓		✓	✓	✓		
Optimize the wealth-generating capacity of the provincial resource base.	**Shared**	✓	✓	✓		✓		✓	✓	✓
Increase mining exploration and development activity.	Support	✓		✓						
Conclude treaty and other economic-related agreements with First Nations that promote investment certainty and increase access to Crown land and resources.	Support	✓	✓	✓	✓	✓				
Expand partnerships with the federal government to promote economic growth and development in British Columbia.	Support			✓			✓		✓	
Government Strategy: Management of Government										
All ministries will meet their budget and service plan targets.	Support	✓	✓	✓	✓	✓	✓	✓	✓	✓
Continue to streamline government's legislation and regulations.	Support		✓				✓	✓	✓	
Promote new and more effective ways to deliver services and infrastructure through alternative service delivery and partnership arrangements.	Support			✓			✓			✓
Expand public access to government through e-government initiatives.	Support				✓	✓	✓			
Continue to expand one-stop permitting and licensing in key sectors.	Support					✓				

[1] MSRM has all four possible types of accountability in the government's strategic plan;
1. Lead — where multiple ministries are involved in delivery but MSRM has lead responsibility.
2. Sole — where MSRM is the only ministry identified as involved in delivery.
3. Shared — where multiple ministries are involved and MSRM has shared accountability.
4. Support — where MSRM is supporting another ministry which has lead accountability.

Strategic actions have been bolded which involve the first three types of accountability for MSRM.

Government Strategic Plan Goal 3: Safe, healthy communities and a sustainable environment.

Government Strategic Action	Account-ability[1]	Ministry Goals and Objectives								
		G1			G2			G3		
		O1	O2	O3	O1	O2	O3	O1	O2	O3
Government Strategy: Sustainable Resource Development										
Expedite economic development by increasing access to Crown land and resources.	**Lead**	✓	✓	✓	✓	✓	✓	✓		✓
Promote resource investment opportunities within and outside British Columbia.	**Shared**		✓	✓	✓	✓	✓	✓	✓	✓
Develop market-based pricing regimes which include fair value for the province's land and resources.	**Shared**						✓	✓		
Develop partnerships with industry and other stakeholders to provide opportunities for more effective, efficient and innovative management of Crown land and resources.	**Shared**		✓	✓	✓	✓	✓			✓
Ensure that Crown land and resource decisions are informed by First Nations interests.	Support	✓	✓	✓	✓	✓	✓	✓	✓	
Improve economic development opportunities for First Nations.	Support	✓	✓	✓		✓				
Implement the Working Forest Initiative to increase land-based certainty, enhance long-term forestry management and streamline land-use decision processes.	**Sole**		✓					✓		
Complete remaining strategic land-use plans and begin implementation.	**Sole**	✓								
Provide access to integrated land, resource and geographic information for government, industry and public use.	**Sole**				✓	✓	✓			

Government Strategic Action	Account-ability[1]	Ministry Goals and Objectives								
		G1			G2			G3		
		O1	O2	O3	O1	O2	O3	O1	O2	O3
Government Strategy: Environmental Protection and Safety										
Implement made-in-British Columbia strategies and action plans to address issues associated with greenhouse gases, climate change and biodiversity.	Support		✓		✓					
Implement two-zone system for subsurface resource exploration and development.	Support	✓	✓	✓		✓				
Implement a streamlined, science-based, results-oriented regulatory approach to protect human health and the environment and ensure effective enforcement.	**Shared**	✓	✓		✓	✓	✓	✓		✓
Government Strategy: Community Services and Infrastructure										
Establish workable relationships with First Nations communities.	Support	✓	✓	✓						

Through its governance principles and values, the ministry also supports government's core values of integrity, fiscal responsibility, accountability, respect and choice. In addition all ministry goals, including Goal 4, Organizational Excellence, operate under the government's management principles: high standards of accountability, consultation and ethics; focused and efficient delivery of government services; social and fiscal responsibility; open and transparent government; and an innovative and goal-oriented public service.

Appendix 2. Summary of Related Planning Processes

Human Resource Management Plan

The ministry's Human Resource Management Plan (HRMP) aligns with its goal of Organizational Excellence and the government-wide Corporate Human Resources Plan.

The ministry is launching a new organizational model in 2004/05 to deploy the budget in accordance with the core review. During a time of substantive change the ministry will focus on priorities and deliverables to support both staff and clients in understanding and embracing the changes. New approaches, cross-organizational actions and leadership from all staff will enact the interagency cooperation required to achieve government objectives.

The Organizational Excellence goal, objectives and strategies provide a framework for parts of the more detailed multi-year HRMP. The key objectives and priorities for 2004/05 will further support the ministry and staff in demonstrating visionary leadership, being performance-focused and improving accountability and transparency.

The six key goals of the ministry's HRMP are:

- proactive and visionary leadership;
- performance-focused workforce;
- learning and innovative organization;
- flexible and motivating work environment;
- strong relationships between employees and supervisors; and
- effective future-looking people strategy.

Divisional human resource plans or integrated divisional business plans are guided by the goals of the ministry HRMP. Key goals of these plans include:

- Employee performance and development plans that enhance performance by linking staff activities to divisional, corporate and government objectives, identifying individual staff development needs and providing a method of recognizing and celebrating goal or milestone achievements;
- Identification of a ministry learning strategy including leadership competencies to develop future leaders and to help address succession challenges resulting from three years of workforce adjustment; and

- Enhanced clarity about who we are, what we do, and for whom we do it as reflected in service-level agreements, and a quick and easy performance-management process to enable efficient reporting on individual and business and service plan progress and final results. Strategic Human Resources Branch is a resource to executives to help implement HRMPs.

Information Resource Management Plan

The ministry has a central role related to information management in the natural resource sector. Goal 2 of this service plan focuses on delivery of integrated information, systems and land registries through the Land Information BC initiative. The ministry will rely on the Chief Information Office for leadership in setting standards for electronic-service delivery, records management, privacy and protection.

Major information-management projects include:

- integrated registries;
- land title e-filing;
- land and water integration;
- provincial base atlas;
- integrated resource information;
- Land and Resource Data Warehouse; and
- Land Information BC client access portal.

The ministry is committed to electronic service delivery and extending the enabling electronic service delivery infrastructure for land and resource applications. All new applications will be Web-based where feasible. In addition, the ministry will take advantage of shared corporate government infrastructure to address such issues as seven-day, 24-hour service delivery, security, Web-based payment, data archiving and common authorization.

Appendix 3. Organizational Structure